



*Scotland's Armed Forces  
Children's Charity*

TRUSTEE RECRUITMENT PACK  
JANUARY 2021

RCET

15 HILL STREET, EDINBURGH EH2 3JP  
Charity No 310952, Scottish Charity No SC038722

## **ROYAL CALEDONIAN EDUCATION TRUST - TRUSTEE ROLE DESCRIPTION/APPLICATION FORM**

### **Background**

The Royal Caledonian Education Trust is Scotland's Armed Forces Children's Charity. For over 200 years, we have put Armed Forces children and their families at the heart of everything we do.

Today we provide life-changing support to hundreds of children and young people a year. We are absolutely committed to giving them every opportunity to achieve, thrive and reach their full potential.

We do this by

- providing financial assistance, especially in times of crisis,
- providing resources, advice and training for education staff and other professionals
- proactively listening to the views and opinions of Armed Forces children and young people,
- using our experience and knowledge to be a strong and effective voice to positively influence public policy and service development.

In March 2018, the Trustees agreed a new 5 year Strategic Plan. This plan is designed to guide RCET through the next 5 years, a critical timeframe in which both the organisations credibility, position within the sector in Scotland and most importantly its service delivery must be strengthened. We will:

- *Grow and Deliver services to support Armed Forces Children & Young people and their families.*  
We will actively seek to expand our services supporting Children and Young people both inside and outside of education.
- *Provide a platform for Armed Forces Children & Young People.*  
We will consult and act on the views of our Children and Young People and link their experiences to our research and influencing work
- *Be a trusted leader and influencer.*  
We will work to influence public policy and the development and delivery of services. We will both invest in and promote research.
- *Leverage a step-change in funding.*  
We will diversify our income generation and look to strategic partnerships to help us achieve our aims.

Our Strategic Plan and other documents can be found at  
<https://www.rcet.org.uk/about/publications/>

## **Vision and mission**

### Our Vision

We seek a world where Scotland's Armed Forces children and young people are enabled to reach their full potential.

### Our Mission

We will pursue our vision by working in partnership with individuals, groups, government, educational, military and other institutions to respond to the education, training and well-being needs of Scotland's Armed Forces children and young people by:

- Delivering direct services
- Providing financial assistance
- Providing training and resources
- Listening and advocating on behalf of children and young people
- Gathering information and commissioning research
- Raising awareness

## **Trustees**

RCET Trustees, who are all volunteers, are responsible for the strategic direction of the organisation, the charity's business plan and organisational policies, and for monitoring the performance of the CEO and the team. The Board of Trustees meets four times per year and consists of up to twelve members.

## **Staff Team**

The staff team currently consists of

- CEO (F/T)
- Education Programme Manager – temporary post covering for secondment. (P/T)
- Education Programme Manager – seconded as National Transitions Officer (F/T)
- Children and Family Support Officer (P/T)
- Youth Participation Project Manager (F/T)
- Youth Participation Worker (F/T)
- Digital Participation Officer (F/T). This is part of our Your Mind Matters Project in partnership with SAMH.
- Policy Officer (P/T)
- Fundraising and Communications Manager (F/T)
- Fundraising and Communications Assistant
- Office Manager (P/T)

We are based at 15 Hill Street, Edinburgh EH2 3JP although at present staff are working from home.

## **Roles and responsibilities**

Collectively the role of the trustees is to:

- Provide strategic leadership
- Safeguard the good name of RCET.
- Ensure that RCET's governing documents are fit for purpose, and that the organisation complies with its governing documents, charity law, any other relevant legislation or regulations, and the requirements of all relevant inspection and regulatory bodies.
- Make sure it pursues its charitable objectives as defined in the Act of Parliament.
- Ensure the financial viability and sustainability of the charity
- Ensure that RCET applies its resources exclusively in pursuance of its objectives
- Ensure the continuing relevant of the mission and compliance with objectives, purposes and values of the organisation
- Approve policies, plans and budgets to achieve these objectives, and monitor performance against them
- Agree all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise
- Set and maintain frameworks of delegation, internal control and risk management
- Ensure effective and efficient administration of the organisation and support the CEO as necessary in this regard
- Appoint the CEO, and monitor his/her performance
- Review organisational investment policy on an annual basis

## **What you should expect of RCET**

- An induction process on joining RCET to understand the organisation, its ethos and objectives.
- A participative and open style of BoT meetings in which all are encouraged to contribute and are listened to.
- Board packs distributed at least one week before meetings
- Open access to the Chair of RCET and the CEO to deal with any matters related to RCET.
- An opportunity to attend board training and development days which are held from time to time.
- Appropriate expenses.

## **What RCET will expect of you**

- A reasonable time commitment. The BoT meets four times per year in March, June, September and December. The meetings normally take place in 15 Hill Street, Edinburgh. However due to Covid 19, they currently take place via Zoom. BoT members are expected to attend these meetings. There is an expectation that the Treasurer will also undertake the financial responsibilities as detailed below. In addition there may be additional occasional meetings such as RCET planning days.
- Be an ambassador for the charity. You represent RCET in both your personal and professional community.
- Know what RCET does, keeping up to date with reading materials, news and the website. To be an effective ambassador, you should know who we work with, the scope of our work, and also see this work in action, taking time to visit. Please ask for briefings if needed.

- Network with your professional community and your contacts. As part of being an ambassador, speak to people you know and come into contact with, making sure they are informed and aware of RCET.
- An appreciation of the overall statutory and regulatory framework within RCET operates, and in particular the responsibilities that this implies for the BoT.
- A personal commitment to the responsibilities of corporate governance
- A willingness to represent the organisation at relevant internal and external events

### **Process**

**The closing date for applications is Wednesday 20th January 2021**

**Interviews will be held via zoom on 27th January.**

Any queries should be directed to Laura Falconer, CEO in the first instance. [ceo@rcet.org.uk](mailto:ceo@rcet.org.uk)  
07554154012

Please return completed applications to:

Karen Smith  
[admin@rcet.org.uk](mailto:admin@rcet.org.uk)

## **ROLE DESCRIPTION**

<b>ROLE DESCRIPTION</b>
Role: <b>Royal Caledonian Education Trust trustee</b>
Accountable to: Chair of BoT
Date 09.07.18
<b>Role Purpose:</b>
Providing strategic direction and ensuring the effective governance of the Royal Caledonian Education Trust through monitoring progress and achievement against the organisation's strategy values and agreed strategic plan; ensuring appropriate staff are in place to manage its day to day operations; delegating powers to staff to enable the efficient operation of RCET; and ensuring all regulatory and statutory requirements are met.
<b>Outline of Trustee role:</b>
<ol style="list-style-type: none"><li><b>1. Formal/corporate governance role</b><ul style="list-style-type: none"><li>- Attending regular board meetings</li><li>- Monitoring progress/results</li><li>- Monitoring financial position, results and agreeing budgets</li><li>- Agreeing and signing key contracts/documents</li><li>- Dealing with various approvals outside the delegated authority of the staff</li><li>- Participating in BoT meetings and short life working groups as appropriate</li><li>- Assisting with operational matters where impartial/trustee input or specialist skills and experience are necessary or helpful, e.g. joining a selection panel for senior recruitment, or advising on professional matters</li><li>- Using any specific knowledge or experience to help the staff reach sound decisions. This will involve scrutinising board papers, leading discussions, focussing on key issues and providing advice and guidance requested by RCET on new initiatives, or other issues relevant to the area of RCET's work in which the Trustee has specialist expertise.</li></ul></li><li><b>2. The strategic role</b><ul style="list-style-type: none"><li>- Providing strategic directions</li><li>- Proposing new initiatives</li><li>- Participating in strategy seminars and developmental working groups</li><li>- Monitoring achievement of strategic goals</li><li>- Influencing long term direction and sustainability</li></ul></li><li><b>3. The representative role</b><ul style="list-style-type: none"><li>- Representing RCET at appropriate and relevant events.</li><li>- Accompanying operational team members in meetings with partner, purchaser or finance/grant body executives to help develop relationships and explore ways of working together.</li><li>- Representing and advocating for RCET within your own professional network.</li></ul></li></ol>
<b>Requirements:</b>
Commitment to the purpose, objectives and values of RCET.  A genuine interest in issues relating to young people, to education, and supporting vulnerable Armed Forces children and young people.  Willingness to devote the necessary time and effort for to make an effective contribution.

Strategic vision.

Understanding and acceptance of legal duties, responsibilities and liabilities of trusteeship.

Eligibility for service as a charity trustee.

Ability to maintain confidentiality on sensitive and confidential information.

Understanding of the importance and purpose of meetings, preparing for them thoroughly and attending regularly.

Ability to analyse information and, when necessary, challenge constructively.

Ability to recognise and respect the boundaries between executive and governance functions.

**Knowledge, skills and qualities required:**

Whilst BoT cannot reflect all professional sectors, it is important that collectively BoT has a wide range of skills and experience and it is fully accepted that individual Trustees may only cover one or two areas. The following is a broad sense of key areas for RCET. As a military charity it is important that this is also appropriately reflected in the make-up of the BoT.

- Professional fundraising/income generation
- Experience/knowledge of military life
- Public relations/media/journalism/Marketing
- Health
- Young people's issues
- Further and higher education
- Business networks and other connections.
- Legal
- Up to date senior HR experience
- Voluntary sector
- Running a large organisation
- Business management
- Strategic planning
- Strategic financial skills
- Volunteering

**Beyond traditional skills:**

As well as the above the Nolan Committee identified seven principles of public life that should guide public figures:

- Selflessness
- Openness
- Integrity
- Honesty
- Objectivity
- Leadership
- Accountability

**Teamwork:**

Trustees should also have qualities that enable them to work in a consensual manner:

- Sense of leadership
- Sense of duty
- Ability to exercise good judgement
- Ability to be open minded when seeking solutions
- Ability to balance tact with candour
- Preparedness to work collectively



**ROYAL CALEDONIAN EDUCATION TRUST**

**BOARD OF TRUSTEES APPLICATION**

Name:
Address for correspondence:
Telephone numbers Day:  Evening:  Mobile:
Email address:
<b>PERSONAL HISTORY AND EXPERIENCE</b>
<b>Briefly summarise relevant personal history and experience, e.g. employment and voluntary history, other relevant background information. Continue on a separate sheet if necessary.</b>

**With reference to the information you have received about RCET - particularly the trustee specification and skills for a trustee – what relevant knowledge, skills and abilities would you bring to the role? Please be specific about examples.**

**As a trustee in what ways would you hope to progress RCET’s vision, and mission?**

**Why does this role interest you?**

**The experience of volunteering should also give something back to the volunteer. What would you hope to gain from your trusteeship?**

**Do you know of any reason which may prevent you from becoming a company director or charity trustee (e.g. undischarged bankruptcy, unspent conviction for deception or dishonesty, or previous removal as a charity trustee on these grounds)?**

**Yes/No** (please delete as appropriate)

If 'yes', please give details

## ROYAL CALEDONIAN EDUCATION TRUST

### Charities and Trustee Investment (Scotland) Act 2005

#### DECLARATION

Under section 69 of the Charities and Trustee Investment (Scotland) Act 2005, certain person are unable to be elected to the post of trustee. These are:

- a) Anyone convicted of an offence involving dishonesty or an offence under the Act, which conviction is not spent by virtue of the Rehabilitation of Offenders Act 1974.
- b) An undischarged bankrupt
- c) Anyone removed from serving as a charity trustee or from being in management or control of a charity under the Law Reform (Miscellaneous Provision) Scotland Act 1990; by the Charity Commission of England and Wales; or by the English courts
- d) A person disqualified from serving as a company director

Disqualification is automatic under the Act and acting whilst disqualified is an offence which carries penalties.

If you consider that any of these may apply to you please discuss with the Chair who will seek further clarification if necessary.

**I declare that I know of no reason why I cannot be elected to the post of Trustee.**

**I declare that I have read The Charity Commission Guidance for Charity Trustees publication.**

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

Signature

Print

Date